

# **TIGBRIEF**

NOV-DEC 2003

THE INSPECTOR GENERAL OF THE AIR FORCE

## **Demobilization**

**and the Guard & Reserve**

## **Data Gathering**

**The heart of a successful  
management review**

## **CDEs**

**Commander-Directed  
Mental Health Evaluations**

## **RAM permits**

**Radioactive material permits**

## **Plus**

- **Threat Working Groups**
- **Architecture-based acquisition**
- **Best Practices**
- **IG Course Schedules**



# THE INSPECTOR GENERAL BRIEF

AFRP 90-1

Nov - Dec 2003

Volume 55 Number 6

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## IMAGERY

Cover: C-17 Loadmaster

by Master Sgt. Keith Reed

2: Defense System over Bagram Air Field  
by Sgt. 1st Class Milton Robinson

3: General Huot running  
by Mr. John Clendenin

10: Staff Sgt. Erik Gudmundson

11: Senior Airman Jayme Paige

13: Ms. Ari Ash

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## PARTING SALUTE

Lt. Gen. Ray Huot retires Jan. 1 after more than three years as The Inspector General of the Air Force, capping a 36-year legacy of achievement.

The general became The Inspector General of the Air Force in August 2000.

General Huot oversaw many changes to Air Force inspection policy, to include:

- A major overhaul of Air Force Compliance Inspection policy
- Reinstating inspections of Air Force direct reporting units, field operating agencies and aeromedical evacuation units.
- A shift to more performance based nuclear surety inspections.
- Major changes to health services inspection to focus on expeditionary readiness and effectiveness/efficiency in providing health care services.

Additionally he oversaw the Air Force Office of Special Investigations' transformation to meet new and significantly increased worldwide requirements in support of the Global War on Terror.

General Huot also continued to strengthen emphasis on Eagle Looks, the management reviews conducted by the Air Force Inspection Agency.

A command pilot, General Huot logged 3,000 hours in his career in various fighter and attack aircraft, including the F-105 Thunderchief, A-7D Corsair, A-10 Thunderbolt II, and F-16 Fighting Falcon. He flew combat in the F-105 in Southeast Asia and in the F-16 during Operation Desert Storm.

General Huot held a number of key positions during his distinguished career, including commander, Cheyenne Mountain Operations Center; chief, Office of Defense Cooperation Turkey; and director of Global Power Programs, Office of the Assistant Secretary of the Air Force for Acquisition.

Everyone in the IG Community wishes General Huot and his wife, Barbara, all the best as they embark on a new life. ✪



**Above: General Huot talks with a troop in South Korea.**

**Below, left: An OSI detachment gives the TIG a tip of the hat—and the hat.**

**Below: The TIG votes with his feet for the new Air Force fitness program.**



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TIG BRIEF

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# OSI: 'No longer in the shadow'



**Brig. Gen. Eric Patterson**  
**Commander**  
**Air Force Office of Special Investigations**



**OSI** is no longer operating in the shadows of Air Force operations.

We were there on the frontlines of Operation Iraqi Freedom, putting some of the first boots on the ground in Iraq. Ingenuity and initiative were unbounded when OSI agents joined Army elements to get into Iraq to get vital information for our Air Force commanders.

We were there doing what OSI does best—detecting and providing early warning of worldwide threats to the Air Force and our nation. We do this by providing counterintelligence services and force protection support that directly contributes to the security and protection of Air Force combat readiness and the warfighting capabilities of Air Force, air component and joint-force commanders.

OSI forces deployed with an Air Force unit may also be tasked to conduct force protection efforts in support of other services' units as well.

But across the board, our role is basically to plan and implement measures designed to detect, neutralize and heighten awareness of threats.

There are many things about OSI of which I'm proud, but our efforts in support of Operation Enduring Freedom and OIF stand out most vividly. In support of these operations, OSI identified early on the need for additional requirements based on the greater Air Force plan.

For example, existing locations were expanded based on increased Air Force assets. OSI supported 31 newly created forward operating locations in the Central Command and European Command areas of responsibility that were stood up to support Air Force operations. We also supported numerous other operations, and our members were deployed to 64 locations in 33 countries. Additionally, we continued to conduct crucial protective service operations

in several high-threat areas in support of high-ranking officials in the OIF AOR.

PSOs are complex operations that may require around-the-clock protection of persons of high rank or position. In some instances support is provided based on circumstances surrounding possible threats.

Our deployment force structure represented a total-force involvement including the deployment of civilian agents, support personnel, computer crime investigators and polygraph examiners.

In response to ONE, OEF and OIF, we mobilized more than 300 reservists to fill our requirements.

This equates to over 80 percent of OSI's Individual Mobilization Augmentee force. Additionally, during any given month, an average of 20 IMAs who were not mobilized were performing voluntary active-duty tours. The OSI is truly a "total force" command.

In addition to personnel requirements, OSI's logistics directorate was extremely busy sending equipment to both CENTCOM and EUCOM AORs.

Some of this equipment included state-of-the-art mobile field offices, vehicles and weapons. In addition to



# Flows of Air Force operations'

‘Our deployment force structure represented a total-force involvement ...’

major equipment items, we provided dozens of Iridium satellite phones with secure sleeves to our personnel for secure communications. OSI also leaned forward and researched, acquired, field-tested and recently deployed a new deployable strategic communication reach-back package. This equipment, and the urgency to get it to our deployed agents, reflects our enhanced awareness of what the agents in the field need to support their combatant commanders and the warfighters and to get the mission done!

I’m not alone in my accolades for our efforts and our successes. In April, OSI’s Command Chief, Chief Master Sgt. Lynne Shell, attended the Worldwide Command Chiefs Conference. Afterward, Chief Shell stated, “I was very proud of the performance of our people given how many generals and high-level speakers commented and recognized OSI’s involvement in OEF/OIF.”

It is evident that we have established ourselves as integral members of the Air Force team and as integral team players in our nation’s security efforts.

But it takes more than OSI

arriving on a commander’s doorstep. We need the support of commanders everywhere to include us in the planning stages of activities and events rather than bringing in OSI as an afterthought. There’s a lot OSI agents can offer in expertise and

‘We need the support of commanders everywhere to include OSI in the planning stages ...’

advice, as well as law enforcement and counterintelligence threat information, which will help protect operations, activities and Air Force resources.

One of OSI’s newest efforts in Iraq is support to the Coalition Provisional Authority. In fact, as of April, OSI was designated by the secretary of defense as the executive agent for counterintelligence support to CPA, and we have over 30 personnel currently in Iraq dedicated to this effort. CPA is a

presidential-appointed agency being led by Ambassador L. Paul Bremer, presidential envoy to Iraq. CPA is responsible for humanitarian relief, reconstruction and civil administration for post-war Iraq. OSI is currently leading the CPA counterintelligence mission and augmenting the Army’s efforts for CPA protective service details.

Bottom line: OSI, together with the larger Air Force and our counterparts, is there to bring victory over terrorism and provide security in the face of emerging threats around the globe.

Our nation’s recent successes in Iraq were a combined effort of many moving parts, and OSI is proud to have been identified as a vital component of that mix.

We are there to support the Air Force and our nation! ★



# EAGLE LOOKS

## Summaries of Air Force Inspection Agency management reviews

### Installation Threat Working Group (TWG)

#### The team assessed ...

... installation methods of processing near-real-time threat data, to include adequacy of policy, accessibility to required information, and TWGs' ability to analyze threat data and make viable recommendations to commanders. An Air Force Inspection Agency Eagle Look Team's review involved 88 direct contacts with TWG members at 19 CONUS installations. The population of TWG members contacted included wing commanders and vice commanders, antiterrorism officers, AFOSI agents, security forces and intelligence personnel, as well as a variety of other functional area personnel supporting the TWG. The team then developed a Web-based questionnaire for members of the Headquarters Air Force TWG, numbered air forces, as well as major command, Air National Guard Bureau, and all host wing TWGs; 440 TWG members from 124 installations and operating locations responded to the questionnaire.

#### The team found . . .

... no significant weaknesses in installation TWGs' ability to process near-real-time threat data.  
... shared strengths.  
... eight best practices (see pages 12 and 13 of this edition).  
... lack of Department of Defense security clearances for local law enforcement authorities hindered optimum threat data sharing.  
... potential for improvement regarding AFOSI coverage of Air Reserve Component (ARC) bases.

#### Look forward to . . .

... revision of Air Force Instruction 10-245, *Air Force Antiterrorism (AT) Standards*, that will allow commanders continued latitude in TWG membership and frequency of meetings.  
... a requirement for higher security clearances for TWG core members in AFI 14-119, *Intelligence Support to Force Protection*.  
... TWG-specific training.  
... guidance for installation TWGs to assist civil law enforcement personnel in accessing threat information, to include obtaining DoD security clearances, as required.  
... more OSI agents assigned to ARC bases.

**Want to know more?** Contact the team chief, Lt. Col. Curt Kindred, DSN 246-1846, e-mail [curt.kindred@kirtland.af.mil](mailto:curt.kindred@kirtland.af.mil).

### Architecture-Based Acquisition (ABA)

#### The team assessed ...

... the ability of the Air Force to integrate enterprise architecture into the acquisition process by identifying policy strengths and shortfalls as well as enablers and impediments to integration. *Enterprise architecture* is an Air Force-wide information technology (IT) architecture that describes the relationships among key Air Force institutional processes and IT. The team addressed concerns that there were multiple and inconsistent definitions for enterprise architectures, a lack of guidance for implementation into the acquisition process, and a lack of definition of leadership roles and responsibilities with respect to enterprise architectures. Data collected through direct contacts with 227 personnel, including 36 general officers and members of the Senior Executive Service, identified enablers and impediments to implementing architectures in acquisition. The Eagle Look team contacted personnel in both space and nonspace Air Force organizations representing the core of enterprise architecture-related expertise directly responsible for policy, guidance and implementation.

#### The team found ...

... that 94 percent of the personnel in, or involved with, the acquisition process consider architectures (both warfighting and business) to be of significant value in improving how products or systems are acquired and sustained. Responses were caveated, noting that this positive impact will only be realized if certain conditions are met:

- It is a long-term effort, fully integrated into key Air Force and DoD processes, policy and guidance.
- There is buy-in across the board and improvement of workforce attitudes and perceptions about the enterprise architecture construct.
- A breakdown of organizational stovepipes occurs.
- Sustained leadership emphasis.

#### Look forward to . . .

... Air Force policy and guidance that is consistent and complementary relative to architectures;  
... clarification of leadership roles and responsibilities;  
... integration of enterprise architecture considerations as decision aids into key Air Force acquisition-related processes;  
... development of education and training on the concepts associated with all levels of enterprise architectures; and  
... an assessment of the corporate funding strategy for enterprise architecture efforts.

**Want to know more?** Contact the team chief, Ms. Peggy Arensdorf, DSN 246-1735, [peggy.arendorf@kirtland.af.mil](mailto:peggy.arendorf@kirtland.af.mil).

# MISSION *Brief*

## HQ Standard Systems Group



**L**ocated at Maxwell Air Force Base, Gunter Annex, Ala., Headquarters Standard Systems Group designs, acquires, installs, integrates and supports information systems necessary to provide the warfighter with the right combat support information in the right place at the right time.

SSG is a component of Air Force Materiel Command's Electronic Systems Center, Hanscom AFB, Mass.

A *standard system* is an information system used by more than one major command, with a common set of business processes and policies, and supported by a common IT solution under centralized configuration management.

By standardizing Air Force information systems, SSG helps the Air Force avoid duplication of training, maintenance and other activities common to all users. These systems are used around the world by more than 250,000 active-duty Air Force, Air Reserve, Air National Guard and other Department of Defense users at more than 200 operational locations, both in garrison and deployed.

SSG has more than 800 military members and 600 Civil Service employees, and uses the services of hundreds of contractor personnel, both on- and off-site.

SSG is a fee-for-service organization because its operating budget is within the Air Force Working Capital Fund. This means SSG must receive all of its revenue from customers to whom it provides goods and services. SSG's operating budget is approximately \$208 million annually.

SSG's five information system program offices support the operational Air Force via 61 information systems across the combat support arena, including maintenance, transportation, supply, munitions, contracting, finance, medical and operations.

SSG's Field Assistance Branch (FAB) provides a 24-hour, seven-day a week, point of contact for all computer system service calls supporting more than 100 Air Force standard data systems worldwide. The FAB evaluates problems and provides solutions for approximately 14,000 calls a month, and maintains a current trouble-call database.

### **AFNOC supports LAN, MAN, WAN**

SSG also manages the Air Force's network operations to the service delivery point at every Air Force location. The Air Force Network Operation Center (AFNOC) provides 24-hour, 7-day enterprise-wide network operations, and command, control, communications and computer (C4) situational awareness for the MAJCOMs and the Air Force. The AFNOC monitors and maintains the Air Force's unclassified/classified router-based wide-area network (WAN), providing local area network (LAN), metropolitan area network (MAN) and WAN technical assistance and analysis support.

The AFNOC also tracks and reports on the health and wellness of the network and systems. The center troubleshoots network connectivity and infrastructure problems impacting standard Air Force systems installations and operations, reporting primarily on performance. The AFNOC and its sister organization, the Air Force Computer Emergency Response Team (AFCERT), are both tactically controlled by the Air Force Network Operations and Security Center (AFNOSC)

under 8<sup>th</sup> Air Force, headquartered at Barksdale AFB, La.

### **Discounts off the shelf**

Through its Acquisition Directorate, SSG provides the contractual vehicles used throughout the Air Force to acquire commercial off-the-shelf (COTS) hardware, software and services at discounted prices used by virtually every organization on bases worldwide.

SSG serves as the program manager for AFWay (<https://afway.af.mil>), the Air Force's information technology purchasing Web site. AFWay improves the procurement and purchase approval process, maintains CIO (chief information officer) standards for IT assets, and ensures positive asset control and accountability of hardware and software prior to product delivery.

### **IT is a Commodity**

On behalf of the Air Force Chief Information Officer, SSG heads the Air Force Information Technology Commodity Council. The AFITCC includes representatives from across MAJCOMS and the Air Staff. AFITCC develops Air Force-wide strategies for buying and managing IT products. Once the strategies are approved and contracts are in place, Air Force users will maintain the decentralized flexibility to order what they need, when they need it, through AFWay.

### **The IT Conference**

Every year, SSG and the City of Montgomery, Ala., sponsor the Air Force IT Conference, the largest IT gathering in the Air Force. The event keeps personnel current on the latest technologies and future industry offerings and advances. IT leaders provide in-depth technical seminars. ☛



[HTTPS://WEB1.SSG.GUNTER.AF.MIL](https://web1.ssg.gunter.af.mil)





# Recent AUDITS

## **Installation Security Strengthening**

Officials at one base needed to strengthen their installation security program.

Although the base commander properly developed and implemented an installation security council and wing personnel properly installed intrusion detection systems, the Installation Security Plan did not contain all requirements, and wing personnel did not properly maintain intrusion detection equipment.

In addition, wing personnel did not adequately accomplish resource protection responsibilities.

For instance, they did not always perform required controlled area duties, develop adequate operating instructions, receive adequate resource protection training, request deviation approvals, properly designate protection levels, adequately control facilities or adequately control base entry identification cards.

*Report of Audit  
F2003-0056-FDE000*

## **Real Property Unofficial Use**

The unofficial use of two buildings on a base was not justified.

Wing officials inappropriately authorized the use of one building to house 19 foreign nationals employed at the base, and at unreasonably low rental rates (\$250 per month versus \$1,500 per month the Air Force incurred to house military personnel off base).

By converting the rooms occupied by foreign nationals to house military personnel, the Air Force could save more than \$1.7 million over the six-year Future Years Defense Program.

In another building, wing officials improperly permitted a foreign organization to operate, and retain all profits from, continuous resale operations, for example, dining facility, lunch box delivery service, barbershop, beauty shop, etc.

*ROA F2003-0033-FBP000*

## **Outdoor Recreation**

A review of a base's Outdoor Recreation activity's Loan and

Rental Management Program revealed problem areas.

The activity did not carry all core equipment items and did not have adequate justification for the types and quantities of equipment that they did have on hand.

Inventory records did not agree with on-hand quantities, item descriptions were sometimes inaccurate, equipment was not always marked with identification numbers, and equipment custodian files were incomplete.

Additionally, Outdoor Recreation personnel did not follow the required process to determine user fees or life cycle time for each equipment item. They did not track repair and maintenance expenses for each item, rotate stock, maintain equipment folders, or develop required cleaning, servicing and repair plans.

Also, equipment purchase and custodial responsibilities were not separated, and payroll expenses were not allocated to the applicable cost centers.

*ROA F2003-0025-FCI000*

*TIG Brief thanks AFAA's Mr. Robert Shelby for his support of this page over the past year and welcomes Ms. Jodie Perry.*

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or

a listing of recently published reports by contacting Ms. Jodie Perry at DSN 426-8013; e-mailing requests to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington, D.C. 20330-1125; or accessing the AFAA home page at:

**<http://www.afaa.hq.af.mil>**





# OSI

## CITF: Criminal Investigation Task Force

**Brig. Gen. Eric Patterson**  
OSI Commander

It has been over a year and a half since the secretary of defense, via the secretary of the Army, directed the Army Criminal Investigations Command (CIDC), Fort Belvoir, Va., to exercise overall responsibility within the Department of Defense for all matters pertaining to the investigation of alleged war crimes and acts of terrorism committed against U.S. interests. The CIDC then requested OSI and Naval Criminal Investigative Service provide special agents to assist in this critical mission. In January 2002, the Military Criminal Investigative Organizations started providing agents into the mix, and the DoD Criminal Investigation Task Force (CITF) was officially activated Feb. 1, 2002. Since that time, our agents have helped blaze new trails in the fusion of law enforcement and intelligence techniques in the fight in the Global War on Terrorism (GWOT). Recently, the president of the United States approved CITF reporting, clearing the way for potential military commission trials for a number of captured terrorists.

The CITF is a extremely unique unit with an equally distinctive mission. Currently having a work force of approximately 150 personnel from all four services, as well as personnel from the FBI, U.S. Secret Service, Department of Homeland Security, DoD Counterintelligence Field Activity, National Security Agency and U.S. Army Intelligence Command, CITF is headquartered at Fort Belvoir, Va. CITF's primary mission is to investigate non-U.S. citizen detainees captured during the GWOT and suspected of illegal activities in conjunction with their affiliation to al Qaida and other enemies of the state.

The objective is to either refer the cases to the DoD Office of Military Commissions for criminal prosecution or identify detainees who should be released to and/or transferred to the custody of their respective countries of origin. Information obtained as the result of these investigations is also provided to the U.S. intelligence community. A robust joint-forces team of investigators, intelligence analysts, lawyers and support personnel conduct these investigations primarily in three countries: Afghanistan, Cuba and the United States. Recently, CITF has begun operations in Iraq in the aftermath of Operation Iraqi Freedom. CITF's investigations have also led to CITF agents working with foreign counterparts in such countries as Canada, Bosnia, England, Italy and Germany.

OSI currently has a combination of 14 officer, enlisted and civilian special agent positions with the CITF. Two agents hold positions on the CITF command staff: one as investigations division chief and the other as the CITF senior enlisted agent and advisor. Eight more are assigned as case agents and investigators at Fort Belvoir, and four are assigned as interrogators in Cuba. The CITF has requested five additional agents in the near future. The agents assigned to Fort Belvoir have, to this point, all come from our headquarters or the 33rd Field Investigations Squadron at Andrews AFB, Md., and are detailed for at least 365 days. The agents in Cuba have primarily come from OSI field units and perform TDY for 90 days. The feedback I've received from these agents has been extremely positive, and I see this as our opportunity not only to contribute to an exciting mission but also as a chance to build a cadre of experts that will serve to

benefit the command and our customers for years to come. In fact, one of our agents, after serving at Guantanamo Bay, Cuba, was selected to participate in the John Walker-Lindh debriefings—a career highlight for this sharp agent.

CITF has provided rare opportunities for our agents to participate in cases that receive the direct attention of the secretary of defense and the president of the United States. It is not often that our agents get the chance to work with such a diverse group of enlisted personnel, officers and civilians from so many organizations and agencies in a joint environment. The scope of these investigations involves, among other things, interrogation of detainees at Guantanamo Bay Naval Station and Afghanistan, interviewing witnesses in high-profile federal cases such as John Walker-Lindh and the Buffalo Six, seizure of evidence captured in Afghanistan and Pakistan, integration of all forms of strategic and tactical intelligence, as well as collaboration with interagency and foreign counterparts. The nature of these investigations offers our agents a greater understanding of the language, culture and geography of some of the most prominent adversaries in the GWOT, as well as getting hands-on experience learning and defining terrorist methodology and ideology.

This mission is critical to ensuring the security of future generations of Americans. I'm very proud of the 30-plus OSI agents who we have thus far cycled through the CITF. I am also confident that we will continue to respond immediately to any leads or other requests that come to us from the CITF. I encourage you all to talk with CITF alumni and consider taking advantage of the opportunity to serve with the CITF. ☼

# DEMOBILIZATION

## Ensuring fair treatment for Guard and Reserve members

Col. Gary Leonard USAFR AFIA/JA  
Col. Wayne Wisniewski AFIA/JA  
[wayne.wisniewski@kirtland.af.mil](mailto:wayne.wisniewski@kirtland.af.mil)

When Reservists and Guard

members return to civilian life, their commanders should look to their local judge advocate (JAG) to ensure fair treatment under the law regarding personal issues, including credit matters and reemployment.

In many cases, however, the service member will not be close enough to a base to engage the services of a JAG Corps attorney. State bar associations can help. In many instances, state bar associations have established special groups of volunteer attorneys within the local bar association to assist and ensure returning service members are treated fairly and in accordance with federal and state law. Many associations provide *pro bono* (free) legal services to returning service members.

Civilian employers generally try to support Guard and Reserve members. Upon completion of their military commitment and return to civilian life, for the vast majority their civilian jobs will be there.

There are legal mechanisms in place to deal with situations



*The very nature of military service often compromises the ability of service members to fulfill their financial obligations and to assert many of their legal rights.*

The Soldiers and Sailors Civil Relief Act Guide  
A Publication of The Army Judge Advocate General School

in which returnees have been replaced or are discouraged from returning to their jobs.

Reemployment issues are addressed by the Uniformed Services Employment and Reemployment Rights Act (USERRA, 38 USC Section 4301), passed in 1994 to ease the return to work for military personnel recalled to active duty.

Additionally, many states have reemployment laws on the books. For instance, the Illinois statute that complements USERRA is the Service Men's Employment Tenure Act (SMETA, 330 ILCS 60). That law covers private sector employees while in Illinois. Also, Illinois' Local Government Employees Benefits Continuation Act (50 IL CS 140) and Public Employee Armed Services Rights Act (5 ILCS 330) cover public service employees in that state.

The Soldiers and Sailors Civil Relief Act of 1940 (SSCRA, 50 USC 501 et al) provides for varying types of financial protection from creditors while members are deployed away from their home station. For instance, SSCRA allows, under certain circumstances, for mortgage relief and a moratorium on credit card

payments during  
deployment.

The act could apply if a Reservist has preservice debts and deployment has a negative impact on the Reservist's ability to pay those debts. To obtain the relief the law allows, service members must provide creditors with many types of notice and documentation, such as copies of orders.

To locate a state bar association offering free legal assistance, go to the American Bar Association Web site: <http://www.abanet.org/legalservices/helpreservists>. This site has many resources that JAGs, as well as commanders, will find invaluable in providing assistance for returning service members who come to them for help. It also has a link to a page listing all the state bar associations that deal with legal issues facing returning service members. The address is: [http://www.abanet.org/legalservices/helpreservists/](http://www.abanet.org/legalservices/helpreservists/lamphrdirectory.html)

[lamphrdirectory.html](http://www.abanet.org/legalservices/helpreservists/lamphrdirectory.html).

Ensuring fair treatment under the law is one of the ways we can thank our returning folks for a job well done. ★

*TIG Brief thanks LT. COL. TIM GUIDEN, chief of the Legal Assistance Division, Air Force Legal Services Agency, for his assistance in preparing this article.*

# TIG

## Bits

### Best Practices from the Field

This edition's best practices are from *Installation Threat Working Group*, an Eagle Look (management review) conducted by the Air Force Inspection Agency. A summary of *Installation TWG* is on page 6.

## Effective networking at Dobbins ARB

The Joint Intelligence Operations Group at Dobbins ARB, Ga., is comprised of representatives of the AFOSI, FBI, Naval Criminal Investigative Service and Joint Terrorism Task Force. The organization promotes effective networking, resource sharing and investigative assistance, as well as the flow of quality intelligence-related information and sharing throughout the represented agencies.

This effort has resulted in the Air Force achieving maximum investigative and threat collection consideration from federal law enforcement and intelligence agencies.

Although each agency draws on specific skill sets, the joining of capabilities and resources of various



intelligence agencies has produced quality investigations, networking, and threat information collection and dissemination.

**Special Agent Jeffrey Fleshman**  
AFOSI Region 3

DSN 625-3990 [jeffrey.fleshman@dobbins.af.mil](mailto:jeffrey.fleshman@dobbins.af.mil)

## Milwaukee's info. page covers AT/FP

The 440th Airlift Wing, Milwaukee ARS, runs an Antiterrorism/Force Protection (AT/FP) information page that contains all current threat information, force protection condition, threat mitigation suggestions and other information related to the AT/FP program.

By running the page on the network, everyone can review the latest

threat information, which is updated by the installation antiterrorism officer (ATO) so the most current information is shared almost immediately with the entire base population.

**Maj. Kent D. Hansen**  
440th SFS/CC  
DSN 741-5128

[kent.hansen@generalmitchell.af.mil](mailto:kent.hansen@generalmitchell.af.mil)



## Eagle Eyes, AT/FP programs involve contractors at Pittsburgh ARS

The 911th Airlift Wing, Pittsburgh ARS, integrates civilian contractors working on the installation into their Anti-Terrorism/Force Protection Program.

Once a contract is awarded, a meeting is set up involving the contractor, installation AT/FP representatives and other base organizations. The contractor's foreman and key contract personnel receive an AT/FP level I and local area awareness briefing. In addition, contractors receive an Eagle Eyes briefing from the Air Force Office of Special Investigations so they serve as additional eyes and ears while out on job sites.

Once contractors receive all required briefings, the base contracting office provides names and associated data (start and completion dates, company and AOR) of personnel who will work on base for the specific project. The list goes to Pass and Registration, which produces a computer-generated ID for the contractors. Before the project starts, workers are verified through an authenticated entry access list and then issued a photo ID.



The program allows the 911th AW to better track contract workers. In addition, educating the contractors on the installation's AT/FP and Eagle Eyes programs provides another sensor for the base.

**Tech. Sgt. Robert T. Holland**  
911 SFS/SFOF  
DSN 277-8824  
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## Aviano AB develops Web-based coordinator

An on-line event coordination form has been developed at Aviano AB, Italy. The event submission form is a program that allows the Threat Working Group (TWG) and senior leaders to review and approve or disapprove any event occurring on- and off-base.

Event requests are automatically put into an Excel database, and an e-mail is sent to TWG members notifying them of a new submission. TWG members then access the database via a secure per-

sonal ID number and review the event information. From the events database, they make their recommendations and include additional comments for other TWG members to see. At the weekly TWG meeting, members then make a group recommendation on each event and post it to the database.

The wing commander receives an e-mail stating that events are on the database for review. The commander then logs on, reviews the TWG and Force Protection Working

Group (FPWG) recommendations and their comments, and marks the database with a decision for each event. The commander then contacts the event POCs with recommendations for their events or trips.

The coordinating program is an essential element of the 31st Fighter Wing AT/FP program.

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# Commander Directed Evaluations

*What every  
commander  
should know about  
mental health  
evaluations*

Col. (select) Mark Holden

AFIA/SGI mark.holden@kirtland.af.mil

Long gone are the days when the mental health evaluation was used as an instrument of reprisal and discipline.

All commanders must know the basic rules of commander-directed evaluations (CDEs, also referred to as MHEs, for mental health evaluations) because the consequences for missteps can be great. It's the *procedural errors* that result in IG investigations, according to the latest data from the Secretary of the Air Force Inspector General Complaints Resolution Directorate (SAF/IGQ). Defense Department-wide, just over 60 percent of IG investigations of CDEs were substantiated for procedural error violations.

Therefore, the more familiar commanders are with the governing regulations, the better able they are to help both their units and individual service members in need. Those governing regs are DOD Directive 6490.1, *Mental Health Evaluations of Members of the Armed Forces*; DOD Instruction 6490.4, *Requirements for Mental Health Evaluations of Members of the Armed Forces*; and Air Force Instruction 44-109, *Mental Health, Confidentiality and Military Law*.

The most important thing to

remember is to always consult the mental health care provider at the Life Skills Support Center (LSSC). The MHP's primary duty is to act as a consultant to the commander and to serve as the commander's point of contact for all mental health issues. Commanders should orient their MHPs to their organization, including a mission brief and a rundown of key challenges the unit faces that might involve the LSSC.

Before referring an individual for a CDE, the commander must make every effort to consult an MHP, or other privileged health care provider if an MHP is not readily available, in accordance with DODI 6490.4. The purpose of this consultation is to determine the appropriateness of a CDE.

Generally, CDEs are indicated when the following referral questions are answerable in the affirmative. For example:

- Are this service member's judgment and reliability inadequate to allow the member to remain in the PRP (Personnel Reliability Program)?
- Does a disorder render this service member unsuitable

for continued military service?

- Is this service member a danger to self or others?

An MHP can probably answer those questions. Non-specific questions usually cannot be answered. For example, "Is this service member too immature to be in the Air Force?" The MHP can always assist in the formulation of referral questions; therefore, discussion between commander and MHP is essential.

Service members who are more appropriate for treatment than for a CDE should be encouraged to seek help from the LSSC on a voluntary basis. In fact, IAW AFI 44-109, supervisory personnel, including commanders, may encourage Air Force members to voluntarily seek mental health care. The Air Force recognizes that members who receive help from mental health professionals can improve their job performance as well as their overall well-being, and consciously endorses caring involvement by supervisors. The commander should still work with the MHP when a service member is seeking help on a voluntary basis.

A CDE is not appropriate for



disciplinary action or misconduct. In addition, IAW AFI 44-109, supervisors and commanders may not under any circumstances attempt to coerce members to voluntarily seek a mental health evaluation.

The top procedural VIOLATIONS committed by commanders when directing a CDE are:

1. **Someone other than the service member's commander makes the referral.** CDEs can only be directed by the member's commander (or an acting commander who is on G series orders).
2. **Treating a routine CDE as an emergency CDE, thus not providing the member a written referral and rights advisement.** IAW DODD 6490.1, an emergency is a situation in which a member is threatening imminently, by words or actions, to harm self or others, or to destroy property under circumstances likely to lead to serious personal injury or death, and to delay a CDE to complete administrative requirements IAW DODD 6490.1 or DODI 6490.4 could further endanger the member's life or well-being, or the well-being of

potential victims. While the member retains rights as described in 6490.1 and 6490.4, in cases of emergency, notifying the member of his or her rights must not take precedence over ensuring the member's or others' safety. The advisement may be delayed until it is practical to do so.

However, IAW AFI 90-301, *Inspector General Complaints*, when involuntarily referring an Air Force member for a CDE other than in an emergency, the commander must notify the member in writing and provide the member with a copy of his or her rights as outlined by DODD 6490.1, DODI 6490.4 and AFI 44-109. The rules for routine and emergency CDEs are quite different from each other but are well-known by the MHP.

3. **Commander not providing a written referral.** If, after the initial consultation between commander and MHP, the referral is determined to be a legitimate routine CDE, the MHP should advise the commander of further responsibilities. Most LSSCs have a CDE commander's

package that can be of great assistance. The commander and MHP must produce several written products to meet all CDE procedural requirements; a written referral is among those products, and most MHPs will provide an example of a written referral that includes all essential elements.

4. **Member not advised of rights.** Ensuring the rights of the service member is vital to this process. Again, guidance on this can be obtained from the MHP. In a nutshell, the evaluatee has two business days from notification of CDE in which to make an appointment to meet with an attorney, IG, chaplain, or make congressional contacts. This notifying of the member must be done in writing and is part of the written referral.

These violations will result in a substantiated IG investigation.

The two most important things to remember are: know the regulations governing CDEs and always consult with your MHP. ✪

COLONEL (sel) HOLDEN *holds a doctorate in psychology and is a fellow of the American Academy of Clinical Psychology. He has performed over 1,000 CDEs.*

## EDITORIAL DEADLINES 2004

JAN - FEB	PAST
MAR - APR	11 DEC
MAY - JUN	25 FEB
JUL - AUG	26 APR
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NOV - DEC	24 AUG

# TIGBRIEF

# Data Gathering

## The heart

## of an Eagle

## Look



**Maj. David Pabst** AFIA/ALM david.pabst@kirtland.af.mil

**Mr. Larry Hickerson** Deputy Director, AFIA Acquisition and Logistics

**A**t the heart of the Air Force Inspection Agency's Eagle Look (management review) process is the gathering of the data on the process under review.

AFIA strives to obtain facts and candid expert opinions on the process from those who know it best—the people executing it.

As with all aspects of the Eagle Look process, AFIA's data collection process is governed by the standards identified in the President's Council on Integrity and Efficiency publication, *Quality Standards for Inspections* (March 1993). Standard 6, *Data Collection and Analysis*, states, "Information and data obtained about the organization, program, activity or function being inspected should be consistent with inspection objectives and sufficient enough to provide a reasonable basis for reaching conclusions." Eagle Look teams use this standard when determining the target population from which to gather data for the review.

For each Eagle Look, to ensure the data collection is "consistent with the inspection objectives," AFIA

chooses the target population for interviews from those involved in the process or those who may have a stake in it. Eagle Look teams make every effort to find a representative sample of people from across different major commands, within a spectrum of organizations of various sizes and in a variety of locations, taking into account other factors as appropriate for the topic.

In addition to targeting personnel from a broad range of organizations, team members also seek to interview a cross-section of Air Force members and civilian employees from all ranks and grades. This selection process guarantees that the data include perspectives of all the personnel involved in the process, from those executing it on a day-to-day basis to those setting the policies at the highest levels of the Air Force.

To ensure the amount of data collected is "sufficient enough to provide a reasonable basis for reaching conclusions," the Eagle Look teams maximize their highly targeted, selective data collection within the time constraints of the relatively swift,





## BACKGROUND

highly responsive Eagle Look projects. The process provides a preponderance of evidence upon which to draw reasonable conclusions.

Gathering data to support AFIA's Eagle Looks is more than conducting opinion surveys from a random population. It is a highly focused effort to gather facts and expert opinions from the people who know the process best—the people executing it.

In the end, Eagle Looks provide senior Air Force leaders a highly responsive analysis of some of the most difficult issues in the Air Force, providing a focus for addressing and resolving these problems to improve the Air Force. ★

*MAJOR PABST, the lead author of this article, is a veteran of seven Eagle Looks, an extraordinarily high number that makes him among the agency's most experienced at management reviews. He has served both as a team member and team chief.*

**E**agle Looks are management reviews, or assessments, of Air Force-wide processes conducted by trained inspectors. They provide senior Air Force leaders recommendations for improvement.

Because these assessments are conducted by the Air Force Inspection Agency (AFIA), a field operating agency of the Air Force Inspector General, they provide an independent feedback mechanism to owners and key stakeholders of the process.

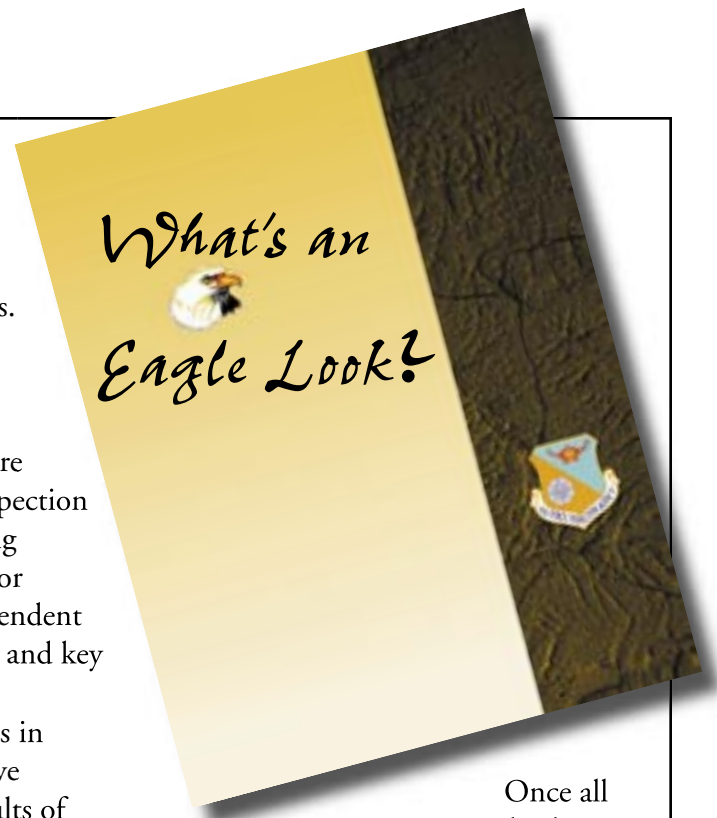
Each Eagle Look culminates in a written report and an executive briefing, which include the results of the assessment and recommendations intended to improve Air Force acquisition, operations and support functions.

AFIA's teams of inspectors complete each Eagle Look in about five months.

### The process

The process begins when a topic proposal is selected by the prioritization panel, consisting of the HAF two-letters responsible for acquisition, operations and support functions, as well as the vice commanders from Air Force Materiel Command and Air Force Space Command.

For each topic, AFIA assigns a team of five to six inspectors who conduct background research into the topic and develop a plan for conducting the review. Then the team coordinates the draft plan with the "two-letter" identified as the process owner, as well as all key stakeholders. At this stage, the draft plan includes the proposed purpose statement, assessment criteria, suggested data gathering population, data gathering locations, and the timeline for the assessment.



Once all parties involved have reached a consensus on the assessment and the AFIA commander approves the plan, the Eagle Look team executes the plan. The team collects and analyzes the data and presents the results in a written report, which includes the results of the assessment, the findings, recommendations and observations.

The interviewees then have an opportunity to review the draft report, and the team convenes a "red team" of select subject matter experts representing the process owner and key stakeholders to review the report and ensure the recommendations are actionable and are assigned to the appropriate organizations.

Following the "red team," the team chief presents the results to the process owner and key stakeholders in an executive briefing, thus completing the Eagle Look cycle.

As the final step in the process, the AFIA conducts follow-up on the report's recommendations at 9 and 18 months after publication to build a record of the actions taken to address the issues identified in the report.

# RAM

Lt. Col. Steven Rademacher AFIA/SGI

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## Radioactive Material permits

**T**he Air Force possesses a master materials license (MML) issued by the Nuclear Regulatory Commission (NRC) that authorizes it broad authority to issue radioactive material (RAM) permits to Air Force users.

The Radioisotope Committee (RIC), which is comprised of members throughout the Air Force, maintains responsibility for oversight of the Air Force license. The committee's secretariat conducts its day-to-day business at the Air Force Medical Operations Agency (AFMOA), Bolling AFB, D.C.

To fulfill the requirements of the MML, the Air Force must inspect permittees periodically. A health physicist from the Medical Directorate of the Air Force Inspection Agency (AFIA/SG) accomplishes the inspection program.

The frequency of inspections depends on the type of permit. Every permit issued is assigned an inspection frequency code (either 1, 2, 3, 5 or 7) which corresponds to the number of years until the next inspection.

AFIA/SG inspects broad-scope permits and nuclear medicine permits more frequently than other permits such as for lead-based paint analyzers and chemical agent monitors. All new permits must be inspected within a year of issue, including permits covering materials not yet possessed on the permit.

Like the NRC, AFIA/SG conducts inspections on a no-notice basis, with some exceptions. Normally, an inspec-

tor will visit two to four installations in a week and inspect about six permit holders. For small-scope permits, the inspection may conclude in a few hours, depending on the organization of the permittee's documentation and the accessibility of the RAM. For broad-scope permits, the inspection may take two to three days.

After the inspection, the permit radiation safety officer (RSO) receives a briefing on the findings of the inspection.

About 10 working days after the inspection, AFIA/SG sends an inspection summary report to the permittee, listing permit information, personnel contacted, the overall rating, and a listing of findings. Some findings may be violations of NRC rules as well as Air Force instructions. Answerable findings require the permittee to respond in writing within 90 days explaining the root cause for noncompliance, actions taken to correct the noncompliance and preclude recurrence, additional corrective actions planned, and estimated time for full compliance.

Some findings may be listed as "corrected during inspection." These findings do not require response to AFIA/SG. As time permits, the inspector will provide technical assistance to the RSO in correcting findings during the visit.

In general, the number and severity of findings determines the overall

rating for the permit. The standard five tier rating system applies: outstanding, excellent, satisfactory, marginal, and unsatisfactory. New permit inspections that do not have materials and do not have any findings will receive a "no material" rating.

Since inspections are conducted on a no-notice basis, permittees should prepare for an inspection based on a continuous improvement management approach. Also, permits have a requirement for annual audits. Therefore, it is important to accomplish periodic audits and correct identified shortcomings.

The following list presents items of particular importance because they have been identified as common problem areas on recent inspections:

- **Read the permit.** Important permit requirements are listed in permit conditions. For example, recently, many permittees have failed to receive RIC approval for the RSO, though it is required in permit condition 6 for most current permits.
- **Inventories.** Ensure that inventories are conducted at the required frequency and contain all required information. Some permittees have possessed material on permits but have failed to ever reflect material on a periodic inventory. For example, one recent permittee routinely borrowed a lead-based inspec-



tion device from a private organization for building inspections. While the permittee used the device for numerous periods over many years, the RSO never noted it on an inventory and failed to retain receipt and transfer documents. The best advice is to keep an active inventory that is updated for all transfers and receipts, and is reviewed at a period of no more than six months.

- **Transportation.** The number one finding recently has been transportation and material receipt documentation. For receipt and transfer of radioactive materials, documentation must be retained for the transaction as well as survey documentation that verifies adherence to Department of Transportation (DOT) rules for acceptable levels of external radiation exposure and contamination. Standardized transfer and receipt checklists aid in providing consistent and adequate documentation and save enormous amounts of technician manpower.

- **Radiation Survey.** This issue frequently

results in a finding for many permittees. Radiation surveys are conducted to determine radiation exposure levels in material storage and use areas. The surveys are accomplished for two purposes: first, to aid in determining whether radiation dosimetry is required for RAM users and, second, to determine if radiation levels exceed the 100 millirem annual dose-equivalent levels for uncontrolled areas in the work place and the general public. For permits possessing nuclear density/moisture gauges (for example, Troxler, Siemens), lead-based paint analyzers (Niton, for example), and chemical agent monitors and detectors, permittees can find excellent examples in NUREG 1556, *Consolidated Guidance About Materials Licenses, Volume 1, Appendix I*. Electronic copies can be obtained on the NRC's web page: <http://www.nrc.gov/reading-rm/doc-collections/nuregs/staff>.

Many permittees fail to have adequate documentation

to demonstrate compliance to either of these criteria, while others perform excessive measurement surveys. For chemical agent monitor permits that contain Ni-63, measurements may not be a necessary component of a survey. Ni-63 is a very low-energy beta particle emitter and as configured in chemical agent monitors does not pose an external radiation hazard to handlers unless the device is dismantled or the source is leaking. Thus, a baseline survey of storage and use areas should ensure that users are trained not to dismantle the device and periodic leak tests are conducted to verify source integrity. If conditions are unchanging in storage and use areas, and leak tests are negative, periodic surveys fulfill the purpose of verifying the adequacy of the baseline survey.

For other materials that have measurable external radiation, such as nuclear density gauges, periodic surveys must include a radiation measurement survey. In a recent inspection of a nuclear density gauge permit, a periodic survey conducted by the RSO was instrumental in identifying damaged internal shielding that caused external radiation fields in proximity of the device to be much higher than normal.

Periodic attention to your permit and well-organized permit documentation will increase your potential for a smooth and uneventful inspection experience. ★

*LT. COL. RADEMACHER is responsible for inspecting every RAM permit holder in the Air Force, per the license issued to the Air Force by the Nuclear Regulatory Commission.*



# NSI

## DoD and the Air Force set the standards high for a reason

SAF/IGI

**T**he calendar year 2003 pass rate for Air Force Nuclear Surety Inspections has hit an all-time low.

The 20-year historical pass rate is 79 percent; and as of late September, when this article was written, the current year pass rate stood at 50 percent with only one more inspections remaining. This poor performance can be rationalized many ways: the NSI sample size is dramatically smaller in recent years, so the pass/fail rate is not truly representative; conventional operations tempo is higher than ever before and units don't have time to adequately prepare for the inspection; or, the failures are attributable to complex regulatory guidance.

While there is some shred of truth to all the comments above, the bottom line is that each one offers a convenient excuse to avoid accepting responsibility for failure—and failure is not something that is acceptable when it comes to the safety, security and reliability of our nuclear weapons.

So, in light of our recent performance, is surety of our nuclear arsenal in jeopardy? The short answer is “no”; however, this low pass rate indicates a need for some tuning to achieve acceptable inspection performance. Of the 13 major graded areas in an NSI, nine are dictated by Department of Defense directives and four by Air Force directives. Historically, the Security and Personnel Reliability Program (PRP) areas have been where a majority of the failures have occurred—25 percent and 18 percent, respectively. For calendar year 2003, Security and PRP are not the culprits—statistically,

the problem areas point to Technical Operations and Tools, Test, Tiedown and Handling Equipment—attributable to 29 percent each. But, as we peel back the onion, no one item stands out—the failures boil down to “attention to detail.”

Without going into the minutia, let's provide a few thoughts that could have changed the outcome of an unfavorable NSI.

First, realize that **your unit is on parade—ensure that you have the “A” team leading the way and the bright and shiny equipment out front.** There were two cases where failures occurred this year because the unit elected to use old equipment that was deemed unserviceable by the Inspector General when new equipment was readily available.

Second, when it comes to the Personnel Reliability Program, understand that the responsibility for ensuring **continuous eligibility ultimately rests with each individual involved with PRP—you are the final link in the chain of events** that enables a unit to pass or fail the NSI. Unfortunately, there were two instances in which airmen were decertified and the notification system broke down—the potentially disqualifying information was not passed back to the unit and the individual did not take action to notify the certifying official of the situation. Both of the failures could have been avoided by the actions of a single airman exercising his ultimate responsibility—proper notification of the certifying official.

Third, **know your job and work as a team—execute your part of the nuclear mission with a sense of urgency and sincere**

**professionalism, tempered with a “by-the-book,” purposeful approach.** Focus on your checklist and work together—if supervising the procedure, pay particular attention to proper checklist discipline and know verbatim the warnings and cautions associated with the applicable technical orders. During one NSI this year, a team violated a published warning—not from lack of training, but from a momentary lapse in attention to detail.

Ten NSIs and five failures—each one happened because of a weak link in the chain—attention to detail. On the surface, each NSI could have been a “pass” if only one thing would have been done differently. An Air Force NSI is a tough technical inspection involving hundreds to thousands of airmen. One could ask, “Is it fair to have an entire unit's fate, from a squadron to a wing, riding on the performance of a single airman?” The answer is simply, “Yes.”

When it comes to managing nuclear weapons surety—ensuring the safety, security and reliability of these scarce resources—it must be done right, day-in and day-out, no matter what the operations tempo of the unit. Each step, each procedure must be accomplished with a matter of precision, professionalism and dedication.

The NSI standards are set high for a reason—to ensure the safety, security and reliability of the nuclear stockpile. ☛

*TIG Brief thanks LT. COL. LYNN SCOTT, deputy director of inspections, Secretary of the Air Force Inspector General Inspections Directorate, for contributing to this article.*



# IG COURSE OFFERINGS

## *Fiscal 2004*

### **Installation Inspector**

#### **General Course (IIGTC)**

Conducted at the National Conference Center, Lansdowne, Va.

To sign up, contact a major command POC or the SAF/IG registrar, Senior Master Sgt. Heidi Parker, DSN 425-1536.

3 - 7 Nov 03

26 - 30 Jan 04

29 Mar - 2 Apr 04

14 - 18 Jun 04

16 - 20 Aug 04

13 - 17 Sep 04

### **Investigating Officer (IO) Course**

9 - 11 Dec 03 Keesler AFB, MS (*Tentative*)

Mid-Feb 04 Dobbins ARB, GA (*Tentative*)

Conducted on the road and by request of the sponsoring installation or major command, the IO Course is provided mostly on an as-requested basis vice the IIGTC's scheduled basis. To sign up, contact a MAJCOM POC or the SAF/IG registrar, Senior Master Sgt. Heidi Parker, DSN 425-1536.

### **Redaction Workshop**

3-4 Dec 03

National Conference Center, Lansdowne, Va.

A hands-on workshop for individuals tasked to redact exempt information from Inspector General 1034 (Whistleblower) case files. Names of attendees should be coordinated through their MAJCOM/IGQ offices. For more information, contact Lt. Col. Lisa Hodges: [lisa.hodges@pentagon.af.mil](mailto:lisa.hodges@pentagon.af.mil).

## ASK the IG

### ***If I want to submit a complaint anonymously, how can I make sure I remain anonymous?***

In accordance with AFI 90-301, *Inspector General Complaints*, paragraph 1.41.6, complainants may submit complaints anonymously. However, anonymous complainants will not receive a response. Unless the complainant decides at some point during the resolution process to no longer remain anonymous (for example, they release their name to the installation Inspector General), there will be no attempt to learn their identity. In fact, in accordance with AFI 90-301, paragraph 2.6, anonymous complaints are managed using the same complaints resolution process as complaints that have an identified complainant.

### ***Can a detachment or squadron appoint an individual as a unit IG?***

Occasionally, smaller units have been known to assign inspector general responsibilities to an officer

as an additional duty. Personnel in the unit are then encouraged to go to this "unit inspector general" with their issues and complaints. In accordance with AFI 90-301, *Inspector General Complaints*, paragraph 1.14, IGs are authorized at no lower than the installation level.

Thus, appointment of IGs at the unit or detachment level is not authorized.

However, wing-level associate unit commanders may request SAF/IG approval to appoint full-time associate unit IGs (IAW 90-301, paragraph 1.16). Associate unit members maintain the right to address their complaints to the full-time installation IG. The full-time installation IG will then evaluate the complaint and determine the best method of resolution.

However, if the issue is best resolved by the associate unit commander the issue should be referred to command channels for resolution at the lowest possible level.



# IG PROfiles

## Maj. Thomas J. Carroll



**Duty Title:** Deputy Chief, Mission Support Inspections Division

**Organization:** United States Air Forces in Europe Inspection Flight

**Air Force Specialty:** Civil Engineer Officer

**Veteran of:** eight Nuclear Surety

Inspections, two Unit Compliance Inspections, one Operational Readiness Inspection, and five NATO Tactical Evaluations.

**Job Description:** Leads civil engineer, services, personnel, contracting, security forces, communication, and logistics readiness sections. Selects and trains augmenters from worldwide resources for inspection team requirements of up to 150 personnel.

**Hometown:** Haddam, Conn.

**Years in Air Force:** 15

**Volunteer Work:** IG Booster Club activities and local community cleanups

## Senior Master Sgt. Kim V. Edwards



**Duty Title:** Command Inspector, Aircraft Maintenance Inspections

**Organization:** USAFE IG

**Air Force Specialty:** Crew Chief, KC-135, B-52 and E-3A

**Veteran of:** 15 NSIs, two ORIs, three UCIs and one NATO TACEVAL

**Job Description:** Inspects management of maintenance activities within the European theater and six NATO nations. Ensures USAFE meets Department of Defense and Air Force regulatory guidance to accomplish Supreme Allied Commander Europe mission.

**Hometown:** Nampa, Idaho

**Years in Air Force:** 19

**Volunteer Work:** Active in Headquarters USAFE Top 3 and mentor at Ramstein AB, Germany, Intermediate School.

## TIG BIRD

This poster of ancient, old and modern aircraft commemorates the Centennial of Flight. Best of all, it's downloadable. Go to:



<http://www.centennialofflight.af.mil>





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